



Global Sustainability Policy

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KEARNEY

Sustainability at Kearney

The world is facing an increasingly volatile and disruptive environment, whipped along by exponential technological advancement. Our vision is to be a leader in strategic transformation, helping to shape the winners in this era of disruption. We build better businesses, delivering impact to our clients that is fast, deep, and more sustained, and by doing so, grow their value and ours.

Our commitment to sustainability and social impact at Kearney is more than just an initiative: it is a firmwide passion that we bring into all that we do, going well beyond our volunteerism and philanthropic activities. Improving the state of the world has always been a part of our firm's philosophy, rooted in what our founder Tom Kearney called the "essential rightness" of the advice we give. Our consultants, client engagements, and pro bono efforts embody this philosophy, delivering on the triple bottom line of people, planet, and profit.

As a responsible business, we strive to uphold leading global standards such as the United Nations Global Compact across human rights, labor, environment, and anti-corruption. We are committed to attracting and developing our diverse talent, promoting social and environmental responsibility, working against corruption in all its forms, and driving these crucial topics with both internal and external stakeholders.

Kearney's managing partner and head of the governance committee have ultimate responsibility for promoting and implementing sustainability across the firm. This includes regularly reviewing the effectiveness of Kearney's sustainability-related policies, understanding sustainability-related opportunities and risks, setting clear objectives and targets, monitoring and measuring performance, communicating the results, and ensuring resources are made available for implementation.

Our Consulting Work and Thought Leadership

Our deep experience in strategy, operations, and sustainability positions us to change how organizations make an impact on the world. Across all industries, we advise our clients who are facing complex social impact and sustainability challenges, and the changing role of business in society. Together with our clients and partners such as the World Economic Forum, we are dedicated to driving the United Nations' sustainable development goals (SDGs) that span the world's most important economic, social, and environmental challenges. We actively work across what we call our Kearney 3Es: economic development, environment and sustainability, and education and workforce. We also regularly publish research and articles to strengthen understanding and drive solutions around the world's most pressing issues.

We are proud to play our part in driving social impact and delivering tangible outcomes, through empowering individuals, helping organizations be more innovative, and transforming ecosystems. We are a strategic partner of Ashoka, the world's largest network of social entrepreneurs and institutional change leaders, collaborating with businesses and social innovators to scale their impact and catalyze positive system change. For example, we provide significant pro bono consulting support to social entrepreneurs and collaborate with business leaders on diverse topics such as social innovation and the future of work and empowering young people.

Diversity & Inclusion

Every day, we strive to add value for our clients. To do this most effectively, it is important that our people can be themselves and feel comfortable without encountering prejudice or discrimination and that they have equal opportunities to contribute, develop, and succeed irrespective of race, sexual orientation, or gender identity and expression. We also know that our clients derive greater benefit from teams with a wide range of experts with unique experiences, backgrounds, and skill sets.

Our commitment to diversity has long been recognized by esteemed organizations and publications for our supportive and collegial culture, inclusive programs and networks, and diverse talent. We continually strive to improve our diversity and inclusion policies, structures, and support networks to ensure that we fully meet the needs of our people and our clients—and help set the standard for our industry. We actively promote a diverse and inclusive culture through a variety of channels, including our diversity networks and our equal employment opportunity policy.

Environment

Climate change is one of the most significant global challenges that will shape our lives and the way we do business, now and in the coming decades. We are dedicated to supporting this critical transition to a more sustainable future, and are already taking practical actions to reduce greenhouse gas emissions and help the world move to a low-carbon, climate-resilient economy.

We are committed to being a leading voice in understanding climate change and how our clients can make sense of opportunities and risks, and we help guide transformative change in their organizations to achieve sustainability and resiliency for the long term. Across diverse industries globally, we bring practical solutions and innovations through our consulting engagements, thought leadership, and partnerships. Our Kearney Energy Transition Institute provides leading insights on global trends in energy transition, technologies, and strategic implications for private sector businesses and public sector institutions.

We also manage and minimize our own environmental footprint in line with leading industry practice. Kearney is proud to be the first management consulting firm to become carbon neutral. Since 2007, we have made tailored efforts in our 60+ offices to reduce our carbon footprint. Since 2010, we have offset the remainder of our carbon usage through the purchase of carbon credits, supporting diverse projects such as hydropower and waste gas recovery. We are committed to carbon neutrality, each year measuring our carbon footprint and offsetting unavoidable remaining emissions.

As a professional services firm, most of our energy use comes as a result of air travel, offices, and hotel accommodation while serving our clients. By employing the nonprofit carbon use monitor, Atmosfair, we are able to track our travel details through use statistics and detailed studies. Maintaining this level of understanding of our footprint allows us to purchase carbon credits and track our balance annually. Going forward, we are dedicated to doing even better. We are implementing a multiyear sustainability plan to further reduce our energy consumption and associated CO2 emissions, boost our reduction and recycling of waste, and optimize our use of technology such as video-conferencing to offset our travel.

We actively work together with all our colleagues, partners, clients, and suppliers to raise awareness, drive continuous improvement, and minimize our impact on the planet. Our environmental and social commitments are integrated in our Supplier Code of Conduct.

Anti-Corruption

Kearney strives to conduct business in an ethical and honest manner and in compliance with all applicable laws and regulations. Our firm is deeply committed to fair business practices, and these values are embedded in both our firm's Code of Business Conduct and our Supplier Code of Conduct. Moreover, we strive to ensure that these values continue to be upheld by our people—all our employees are required to renew certifications and complete regular trainings in areas such as diversity, security, and client confidentiality.

Going Forward

Sustainability and social impact are essential on our path to being the most admired. We are encouraged by the immediate impact our work is having on our clients and communities, and look forward to creating positive impact together with you. Please visit www.kearney.com for more details.

Additional Information

Document availability	Public
Policy scope	Kearney employees, premises, and suppliers
Initial document publication	January 2018
Present document publication	March 15, 2019
Policy review timeline	Annually
Policy owner and contact	Pei Yun Teng, Global Director Social Impact peiyun.teng@kearney.com
Approval	Managing Partner Leadership Team

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A.T. Kearney Limited
227 W Monroe St
Chicago, IL
United States of America
+1 (312) 648-0111
kearney.com

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